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1 November 1974

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for CIA Today and Tomorrow
15 - 17 October 1974

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1. CIA Today and Tomorrow No. 1-75 was held in the Headquarters Auditorium from 15 - 17 October 1974. About 180 Agency personnel, mostly professionals, attended. The grade range was from GS-04 to GS-15. All directorates and the DCI's complex were represented among the attendees. Larry [] served as Course Chairman, assisted by [] and []

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2. The major objective of this course, as always, was to update the participants on current developments and future trends in the Agency and the Intelligence Community. The staff made a special attempt while developing the course, to urge speakers to concentrate more heavily on the future, as this aspect of the course objective has not been emphasized by speakers in recent runnings. This, we believe, paid off. The Course Chairman noted that virtually every speaker devoted at least some of his allotted time to looking at the future from the vantage point of his current responsibilities.

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3. The course was plagued with some administrative problems, the major one being the fact that only about one-half of the 120 or so DDO registrants showed up on the first day. Thanks to the efforts of the DDO Training Officer a few more were rounded up, and the attendance on the fourth (DDO) day reached about 80. The Course Chairman checked thoroughly into the reasons behind this large number of "no-shows", and it appears to have taken place primarily because of a communications breakdown within the DDO Training Officer system. (I had a lengthy discussion with Mr. [] after the course was completed, and we have mutually established some new ground rules which should avoid this kind of problem in the future). A delay in turning on the heating system, and a breakdown in the electrical system, also caused some minor problems.

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4. Several new elements were introduced this time: a talk on the Soviet Union by [] which was quite well received; and a discussion of economic intelligence, with emphasis on the Middle East oil situation by [] of OER. The latter presentation suffered because Mr. [] read his lecture text; nevertheless his talk did spark a lively question and answer period.

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5. Problems of poor morale, particularly among female employees, were surfaced in conjunction with the presentations of Messrs. Holmes and Janney. Answers given were not satisfactory to the questioners, and in the case of Mr. Janney, led to a heated debate, which had to be cut off by the Course Chairman.

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6. Most effective and best received speakers were Messrs. Blake, [], Nelson, and, of course, the Director. Mr. Nelson, who has not always come across too well with Agency groups, gave in our opinion, one of his most effective presentations. [] to whom the reaction was quite lukewarm last time, gave an unusually spirited talk, which was followed by a first-rate dialogue during the question period.

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7. A give-and-take informal oral student evaluation period was held at the end of the course. Several suggestions were made for improving the program. One worthy of consideration is to have a senior official from the Office of Security discuss the wide-ranging security problems which seem to be besetting us both here and abroad at the present time.

8. Aside from tightening up enrollment procedures, which is already being done, I see no need to make any major adjustments in the design or general content of this course for the December running.

[]
Chief, Intelligence & Midcareer Branch
Intelligence Institute

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Attachments

- A - Course Schedule
- B - Roster

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